

- promote the labour and industrial relations policy with employers, trade unions and employee representatives; and
- report to the *Project Manager* in a timely fashion any risks or issues associated with the above requirements.

23.4 Productivity

The *Contractor* shall ensure that the employers and employees use all available working hours as efficiently and productively as possible. Examples of working practices expected include (but are not necessarily limited to):

- all employees will be properly equipped and ready to start productive work at the required time;
- employees will remain at work until the designated finish time;
- breaks will be for authorised and stipulated periods and applied consistently; and
- the site layout will facilitate the most efficient and productive work time utilisation.

The *Contractor* shall ensure that all requirements and arrangements are applied consistently and transparently to all employers and employees.

23.5 Skills and Training

In particular they will be responsible for ensuring that all employees working on the contract:

- perform their work safely, with due skill and diligence and within their level of competence;
- participate in work that is effectively planned and organised;
- are supported by properly trained and effective supervisors and team leaders;
- are provided with appropriate plant, tools and equipment;
- assess, manage and report performance as required.

Employees' competence is to be determined by taking into account all relevant information, including any representations made by a duly appointed safety representative under the Health and Safety at Work Act 1974 and associated regulations.

23.6 Recruitment

The *Contractor* will implement policies to ensure that all employers:

- promote equality of opportunity;
- are committed to creating employment opportunities for people from disadvantaged groups and/or backgrounds;
- encourage and support local labour to take up opportunities to train, to develop skills, to gain qualifications and to take up employment opportunities on the contract; and

23.7 Trade Union Membership

The *Contractor* shall implement policies to ensure that all employees:

- do not prevent or discourage employees from joining trade unions;
- consider reasonable requests for “check off” arrangements;
- where “check off” arrangements exist, only make deductions where employees have given their written consent and have not subsequently withdrawn that consent; and
- provide recognised trade union representatives with appropriate facilities and right to time off to perform trade union duties in compliance with their statutory obligations.

23.8 Managing workforce relations

It is in the interest of all parties to prevent employment issues from escalating into disputes. In this regard the *Contractor* shall ensure:

- all employees are provided with clear and accurate details concerning their terms and conditions of employment and any policies and procedures applicable to their employment;
- early consultation with employees and/or their representatives (as appropriate) on any issues relating to site conditions, logistical requirements or site welfare facilities;
- clear dispute resolution procedures (including appropriate disciplinary and grievance procedures) in compliance with the ACAS code and guidance;
- a commitment from managers, employees, employee representatives and trade union officials to resolve issues quickly and in accordance with agreed procedures; and
- the provision of sufficient training and support for managers and shop stewards to perform their respective roles effectively in relation to dispute management.

The *Contractor* shall also ensure that arrangements are put in place in relation to the following areas: